

# **GUIDE FOR LIAISON SCHOOLS OFFICERS**

**August 1998**

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# **GUIDE FOR LIAISON SCHOOLS OFFICERS**

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## **I. MISSION STATEMENT**

*The Liaison Schools Officer (LSO) assists community partners in providing the best possible education for all students by serving as the Installation Commander's liaison between the installation, school and community.*

## **II. INTRODUCTION**

Elementary and secondary schools operate on U.S. military installations overseas for the dependent children of military and civilian personnel assigned overseas. Since 1946, the Department of Defense Dependents Schools (DoDDS) has provided educational opportunities comparable to those offered in the school systems in the United States. This segment of U.S. public education, funded by Congress, includes pre-school and kindergarten through grade 12.

The Director, Department of Defense Education Activity (DoDEA) administers DoDDS from Arlington, Virginia. DoDDS-Europe, (DoDDS-E) is divided into districts that are responsible for the operation of the local schools.

Installation Commanders are responsible for support and oversight of DoD dependent schools. Chapter 1, Section D, Paragraph 3 (m) of DoD Directive 1342.6 M, *Administrative and Logistic Responsibilities for DoD Dependents Schools* (11 Aug 95) requires the installation commander to appoint a staff member to serve as the installation school's officer.

The Liaison Schools Officer (LSO) provides a focal point on the military installation for school support matters. The LSO assists the installation commander in accomplishing school support responsibilities. He/she serves as the liaison between the installation, school, and community.

This guide is designed to provide information and guidance for the LSO. The diversity of commands, schools and communities dictates that each installation has local policies and directives that affect the roles and responsibilities of the LSO.

## **III. ROLES AND RESPONSIBILITIES**

The LSO roles and responsibilities are logically grouped into five categories. Each category is briefly discussed and followed by specific roles and responsibilities.

## **A. COMMUNICATION**

Effective communication is the primary tool of the LSO. The position requires a highly qualified and motivated individual with well-developed interpersonal, communications, and public relations skills. The LSO interacts with all partners in the education of children: parents, teachers, children, private organizations and government entities.

- Advises installation commander concerning matters affecting student education and school operations
- Serves as liaison between organizations (private and official) providing assistance and services to students, school personnel and community
- Promotes deconfliction of calendars
- Fosters partnerships between schools, families and military organizations
- Attends (whenever possible), as the commander's advisor, meetings of groups, boards, and committees which impact students or the school organization. Such meetings may include:
  - Parent Teacher Student Association (PTSA) meetings
  - Booster Club meetings
  - Open House and other school programs, e.g., plays, musical performances, ceremonies and graduations
  - Noncombatant Emergency Order (NEO) meetings
  - Community health forums
- Works with school administrators and installation agencies on youth concerns
- Coordinates installation publicity for schools such as student registration, extracurricular events and announcements of school closures due to inclement weather, ensuring all communities have access to pertinent information
- Promotes publication of installation regulations regarding school attendance
- Assists in obtaining presenters or briefing materials for use in training, i.e., teacher, parent or command orientation/training briefings, etc.

- Interfaces with schools to provide timely information to the commander on sensitive issues (discipline cases - both student and staff, EEO complaints, child abuse allegations, safety incidents, litigation, etc.)
- Assists in establishing and coordinating the district's school feeder plan
- Assists in establishing and coordinating school bus transportation commuting areas
- Assists in timely processing of parent complaints (Attachment C-5)

## ***B. LOGISTICS***

The LSO is essential in coordinating a variety of logistical services provided to DoDDS. Many of these services are detailed in formal agreements such as the Inter-Service Support Agreements (ISSA). Statutory or local requirements drive the need for other logistical support services.

- Assists commander in analyzing logistic problems
- Recommends priorities and means for resolution
- Coordinates with and secures cooperation from Engineers, Contracting, DETMO, Supply, Comptroller and others
- Coordinates and monitors availability of medical supplies for school nurses (DoD 1342.6-M, Chapter 2, Section D, paragraph 1)
- Assists the installation commander in meeting responsibilities to ensure adequate equipment to conduct the student meal program is installed or repaired (DoD Dir 1015.5, Section E.4.c.)
- Assists in working with medical treatment facilities to provide medical coverage for sport competitions (European Schools Council Minutes, 27 Aug 98, Paragraph 7). USEUCOM Chief of Staff, USAREUR Deputy Commanding General, USAFE Vice Commander, and USNAVEUR Deputy Commander in Chief agreed to support the following coverage:

- Collision sports (football, wrestling, soccer) require “on site” medical personnel with an ambulance “on call”.
- Non collision sports (basketball, golf, cross country, volleyball, tennis, track & field, and softball) require no “on site” medical support, but a designated person with a cell phone and emergency numbers.

## 1. ISSA

The LSO is integrated into the process of drafting, coordinating, reviewing, and approving ISSA. (Personnel at the DoDDS-Europe Area Support Center, DSN 338-7462, or service component higher headquarters are specialists in the support agreement arena and should be consulted. Refer to DoD 1342.6-M, *Administrative and Logistic Responsibilities for DoD Dependents Schools* for specific descriptions of authorized support.)

## 2. Facilities

All facilities are “owned” by the installation commander, who determines access to and use by authorized groups and organizations. The ISSA establishes the level of support provided to DoDDS. DoDDS receives separate funding for military construction and major alterations of schools.

- Monitors repair, maintenance and construction of DoDDS facilities
- Receives regular updates on status of school-related work orders, construction, and changes to the DoDDS five-year plan

## **C. ADVISORY PANELS**

The LSO provides logistical and administrative support to the School Advisory Committee (SAC) and the Installation Advisory Committee (IAC). (DoDI 1342.15) See Attachment C–1.

- Attends all SAC and IAC meetings as non-voting liaison
- Monitors follow-up action on all open items
- Ensures minutes of each SAC and IAC meeting are promptly forwarded, as required
- Provides sufficient information to ensure unresolved problems are elevated

#### ***D. DISCIPLINE***

The installation commander may issue and enforce school discipline policies to supplement existing DoDDS or service directives. The LSO has a role in all school discipline matters, including bus discipline (where applicable). Higher headquarters determines responsibility for publishing, supporting, and enforcing school bus discipline policies. (DoDEA Reg 2051.1)

- Assists schools in resolving student discipline issues
- Coordinates with family member/civilian misconduct officer
- Acts as permanent member of the school disciplinary committee(s)
- Assists with and/or ensures adherence to school bus discipline policy (see Sample School Bus Discipline Standards, Attachment C-2, C-3, C-4, C-6)

#### ***E. STUDENT MEALS***

Student meal programs are an important quality of life issue for students and their families. Responsibility for programs varies between installations and commands. In many communities, the LSO oversees this program. (DoD Directive 1015.5)

- Publicizes availability of free or reduced-price meals
- Evaluates applications
- Certifies eligibility
- Provides coupon-issuing agent a means of identifying those eligible

## **APPENDIX A – DEFINITIONS AND ACRONYMS**

### **DEFINITIONS**

**Area** – Geographical division within DoDDS to which districts are subordinate. Areas report to DoDEA

**Advisory panel** – Organizations which provide advice and information to DoDDS or military entities as assigned; organization, reporting responsibilities and communications procedures are set out in DoDI 1342.15. See Attachment C-1 for listing of panels, composition and function

**Commuting area** – The school commuting area is defined as a specific geographic area formally designated for determining eligibility for transportation of dependent students to a DoD-operated school. School bus services will be provided to all authorized students residing within the commuting area in accordance with DoD 4500.36-R. A map and/or a narrative description shall be used to identify the commuting area

**Department of Defense Education Activity** - Agency that oversees DoDDS; located in Arlington, Virginia

**Department of Defense Dependents Schools** – DoD organization with cognizance for education of dependents overseas

**District** – Geographical division of schools, supervised by a superintendent

**DoDDS-E Area Support Center** – DoDDS logistic entity, located in Germany, reports directly to DoDEA

**DoDDS Europe Transportation Management Office (DETMO)** – separate entity with responsibility for all transportation in support of schools and school activities

**Feeder Plan** – Determination by district superintendent identifying which residential areas are served by a given school

**Installation Commander** – The commander of a DoD activity providing logistic and administrative support to DoDDS activities at a given location. The term encompasses “base commander,” “community commander,” “base support battalion (BSB) commander,” or similar designations

**Inter-Service Support Agreement** – Agreement between government agencies setting out service and support to be provided between them, on either a reimbursable or non-

reimbursable basis. May also be entitled Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA)

**Liaison Schools Officer** – Full-time or additional collateral duty staff person assigned by the Installation Commander to have responsibility over all dependent education issues

## **ACRONYMS**

AAC – Area Advisory Council

AAFES - Army Air Force Exchange Services

ACDE – Advisory Council on Dependents Education

ASD(FMP) – Assistant Secretary of Defense (Force Management Policy)

AWAG – American Women's Activities Germany

CCAC – Component Command Advisory Council

CoS EUCOM – Chief of Staff, European Command

DASD(PSFE) – Deputy Assistant Secretary of Defense (Personnel, Support, Families and Education)

DETMO – DoDDS Europe Transportation Management Office

DOD- Department of Defense

DoDEA - Department of Defense Education Activity

DoDI – Department of Defense Instruction

DoDDS-E – Department of Defense Dependent Schools Europe

DSO – District Superintendent's Office

EEO – Equal Employment Opportunity

IAC – Installation Advisory Committee

ISSA – Inter-Service Support Agreement

LSO - Liaison School Officer

NAACP – National Association for Advancement of Colored People

NEO – Non-combatant Evacuation Order

PTSA – Parent Teacher Student Association

SAC – School Advisory Committee

SILT – School Improvement Leadership Team

SIP – School Improvement Plan

USAFE – U.S. Air Force Europe (Headquarters – Ramstein, Germany)

USAREUR – U.S. Army Europe (Headquarters - Heidelberg, Germany)

USNAVEUR – U.S. Naval Forces Europe (Headquarters – London, England)

## **APPENDIX B - REFERENCES**

<b><i>Publication</i></b>	<b><i>Topic Or Title</i></b>	<b><i>Date</i></b>
DODD 1010.13-R	Overseas Assignments Of Sponsors Who Have Children With Disabilities Who Are Space-Required Students In The Department Of Defense Dependents Schools	March 1992
DODD 1015.5	DoD Student Meal Program	11 October 1983
DODD 1342.13	Eligibility Requirements For Education Of Minor Dependents In Overseas Areas	8 July 1982
DODD1342.20	Department Of Defense Education Activity (DoDEA)	13 October 1992
DODD 1342.6	Department Of Defense Dependents Schools (DoDDS)	13 October 1992
DOD 1342.6-M-1	Administrative And Logistic Responsibilities For DoD Dependents Schools - Manual	11 August 1995
DODD 3025.14	Protection And Evacuation Of U.S. Citizens And Designated Aliens In Danger Areas Abroad (Short Title: Noncombatant Evacuation Operations	5 November 1990
DODD 4500.36	Management, Acquisition, And Use Of Motor Vehicles	10 April 1985
DOD 4500.36-R	Management, Acquisition, And Use Of Motor Vehicles	March 1994
DODI 1000.15	Private Organizations On	23 Oct ' 1997

**APPENDIX B**

	DoD Installations	
DODI 1010.13	Provision Of Medically Related Services To Children Receiving Or Eligible To Receive Special Education In DoD Dependent Schools Outside The United States	28 August 1986
DODI 1010.15	Smoke-Free Workplace	7 March 1994
DODI 1342.11	Cooperative Work Experience Guidelines For High Schools Operated By DoD Dependents Schools	19 May 1982
DODI 1342.12	Provision Of Early Intervention And Special Education Services To Eligible DoD Dependents In Overseas Areas	12 March 1996
DODI 1342.14	Monitoring Of The Provision Of Related Services To Handicapped Children In The DoD Dependents Schools	25 August 1986
DODI 1342.15	Educational Advisory Committees And Councils	March 1987
DODI 6205.2	Immunization Requirements	9 October 1986
DODEA REGULATION 2051.1	DoDEA Disciplinary Rules And Procedures	August 1996
DS 4700.2	Internal Physical Security	November 1993
DS 4800.1	Safety Program	September 1993
DS PAM 93-E-0006	Roles And Responsibilities Of School Officers	December 1993
DS PAM 94-C-0013	Special Education Resource Directory	Current Edition
POLICY STATEMENT	DoDDS-Europe Student Transportation Policy and Guidelines	May 1995
DODDS-ATLANTIC	Processing Parent	Sept 1993

**APPENDIX B**

POLICY STATEMENT NUMBER 113-93	Complaints	
DODEA	Community Strategic Plan	See DoDEA website for current version
DODDS/OEA	Negotiated Agreement Between Department Of Defense Dependents Schools And Overseas Education Association	September 1989
DODEA	DoDDS Accountability Profiles 1996-1997	January 1998
NATIONAL EDUCATION GOALS PANEL	Special Early Childhood Report 1997	See DoDEA website for current version
NATIONAL EDUCATION GOALS PANEL	National Education Goals Report Summary (1997): Mathematics And Science Achievement For The 21 <sup>st</sup> Century	See DoDEA website for current version
NATIONAL EDUCATION GOALS PANEL	National Education Goals Report	See DoDEA website for current version

#### USEFUL WEBSITES

DoD Directives and Instructions: <http://web7.whs.osd.mil/corres.htm>

DoDEA Home Page: <http://www.odedodea.edu/>

## **APPENDIX C - ATTACHMENTS**

*Attachment Number    Description*

<b>C-1</b>	<b>Advisory Panels</b>
<b>C-2</b>	<b>Sample School Bus Discipline Standards</b>
<b>C-3</b>	<b>Sample Letter – Violation of School Bus Discipline</b>
<b>C-4</b>	<b>Sample Letter – Contract for Use of Facilities</b>
<b>C-5</b>	<b>Processing Parents Complaints</b>
<b>C-6</b>	<b>Sample Letter – School Bus Incident Report</b>
<b>C-7</b>	<b>Sample School Advisory Committee and Installation Advisory Issue Reporting Form</b>

## **ADVISORY PANELS**

**The panels listed are those established by statute or directive to provide advice and oversight to the DoD dependent education system. Page 3 of this attachment is a wiring diagram illustrating the interrelationships between these panels. The panels listed on the right have primary input to the military chain of command. The left side shows the advisory input to DoDDS administration.**

### **Advisory Council on Dependents Education (ACDE) – *Worldwide Level***

Complete tasks assigned by the Assistant Secretary of Defense for Force Management Policy (ASD(FMP)). Advise Director, DoDEA on operations including curriculum selection and administration.

Composition: Deputy Assistant Secretary of Defense for Personnel Support, Families and Education; Director, DoDEA; overseas theater commanders; and other educational professionals; meets periodically.

### **Area Advisory Council (AAC) – *Theater Level***

Reviews recommendations referred by districts or component command.

Composition: component commanders (or designees), other agencies/organizations (e.g., AWAG, NAACP, European Congress of American Parents, Teachers and Students, National Military Family Association, Overseas Federation of Teachers, Federal Education Association, Federal Manager's Association). Chaired by Regional Superintendent; meets twice yearly.

### **Component Command Advisory Council (CCAC) - *Regional Level***

Reviews IAC recommendations and facilitate resolution of regional issues.

Composition: DoDDS administrators and equivalent number of representative commanders within the region; meets twice yearly.

### **Dependents Education Council (DEC) – *Worldwide Level***

Makes recommendations to ASD(FMP) regarding broad range of issues related to the administration of DoDEA and the delivery of high quality education overseas.

Composition: General and flag officers from theater commands and military departments; Director, DoDEA; ASD(FMP); DASD(PSFE); meets twice yearly.

### **District Advisory Council (DAC) – *Regional Level***

Advises district superintendents on issues, reviews issues from IAC.

Composition: determined by district superintendent.

### **European Schools Council (ESC) – *Theater Level***

Reviews recommendations referred by DoDDS or component command.

Composition: DoDDS regional director and component commanders (or designees). Chaired by CoS, EUCOM.

**Installation Advisory Committee (IAC) – *Installation Level***

Advises installation commander.

Composition: one staff person and one parent from each SAC, school principals and installation commander attend but do not vote; meets four times yearly.

**School Advisory Committee (SAC) – *Individual School Level***

Provides advice to principal.

Composition: parents, professional school employees, and students (where appropriate) elected by parents and staff; meets at least four times yearly.

# **SAMPLE SAMPLE SAMPLE**

## **Bus Conduct Standards SCHOOL BUS DISCIPLINE**

In overseas military communities, student use of school bus transportation is a privilege---not a right. Installation Commanders may establish and enforce standards of conduct for students and, as a consequence of misconduct, revoke or suspend bus privileges. (DoD 4500-36-R, Chapter 6, paragraph 6-13a.)

- Students will possess a valid bus pass
- Students are responsible for notifying their sponsor of a lost or stolen pass.

### **Discipline on Buses**

Most schools buses are contracted from civilian bus companies. The drivers are hired to drive safely and are required to report misconduct. Although local command authorities, military police or security forces personnel may investigate such misconduct, a signed report from the driver or monitor is sufficient to justify suspension. Although parental involvement in deterring discipline problems is essential, the safety of students is paramount. Sponsors are notified by telephone of reported misconduct, and receive a letter describing suspension action taken as a result. Normally, suspensions are effective within 48 hours of parental notification. Once notified, sponsors may appeal or request a review of the incident by contacting the LSO. The following rules apply to all buses, and violations can result in suspension of bus privileges for a minimum of ten (10) school days for the first offense:

- Sit only in your assigned seat
- Keep your body parts, body fluids and possessions to yourself
- Treat others and their property with respect
- Don't bring or consume prohibited items on the bus (e.g., weapons, alcohol, tobacco, flammable or incendiary devices, food, beverages)
- Immediately obey instructions from the coach driver, bus monitor, bus office or Liaison Schools Office personnel

Subsequent violations of any bus rule will result in the following minimum suspensions:

2nd Violation . . . . . 30 school days

3rd Violation . . . . . Remainder of school year

Possession of a weapon (knife, replica handgun, pellet/BB pistol, martial arts weapon) will result in immediate suspension for the remainder of the school year.

# SAMPLE SAMPLE SAMPLE

## VIOLATION OF SCHOOL BUS STANDARDS OF CONDUCT LETTER

(Official Service Letterhead)

SUBJECT: Violation of School Bus Standards of Conduct

TO: (Sponsor)

RE: (Student)

1. As you know, school bus transportation is a privilege provided by DoDDS through DETMO. The right to continue to this transportation depends upon the demonstration of proper conduct by students at all times while they are passengers on a school bus.

2. Your dependent recently violated the standards of conduct by (description of incident)

\_\_\_\_\_ on (date) \_\_\_\_\_. I am  
suspending your dependent from riding contract school buses for a period of \_\_\_\_\_  
(days). This suspension will start on (date) \_\_\_\_\_ and end on the evening of (date)  
\_\_\_\_\_.

Transportation arrangements to and from school during this time are your responsibility.

\_\_\_\_\_  
Signature of appropriate official

TO: CONTRACTOR

(Student Name) \_\_\_\_\_ has been suspended from riding your  
bus from (Date) \_\_\_\_\_ to (Date) \_\_\_\_\_. Please make sure this child is not on  
your bus during this time. Bus pass number is \_\_\_\_\_.

\_\_\_\_\_  
Signature of appropriate official

# SAMPLE SAMPLE SAMPLE

## USE OF SCHOOL FACILITIES BY AUTHORIZED ORGANIZATIONS

### XYZ ELEMENTARY SCHOOL **CONTRACT**

#### Conditions of Use of School Property for Non-School Activities

1. \_\_\_\_\_ requests the use of the school \_\_\_\_\_  
(Organization Name) (Room Number or Type, etc.)

for the period of \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_  
(Date) (No. of Hours) (No. of Adults) (No. of Children)

PURPOSE: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Name of Organization) (Contact Person) (Telephone Number)

2. The above person is responsible for:

- a. Picking up and returning keys.
- b. Leaving the facility in a clean and neat condition. If the school contract cleaners must clean after use, the organization or person named in paragraph 1 will be charged with the expense of cleaning.
- c. Building Security (lock doors, windows, etc.).

2. Smoking in the facility is not allowed.

3. Alcoholic beverages will not be consumed on school premises.

4. Use of the cafeteria must be coordinated separately. User may contact: \_\_\_\_\_  
(Name of Contractor)

at \_\_\_\_\_.  
(Phone Number)

\_\_\_\_\_  
(Signature of Contact Person)

\_\_\_\_\_  
(Signature of Principal)

\_\_\_\_\_  
(Additional Signature)

## **PROCESSING PARENT COMPLAINTS IN DoDDS**

The Department of Defense Dependent Schools offers some of the best educational opportunities in the world for children in grades kindergarten through 12<sup>th</sup>.

Like any other system, DoDDS continually strives to improve its customer service – and the primary customer is the child.

Occasionally, parents may feel strongly about certain school-related issues and wish to voice such concerns with the intent of effecting change or resolving complaints. The DoDDS district policy is to resolve complaints expeditiously and at the lowest level of management.

Parents have the right to register their concerns without fear of reprisal against their children within the classroom, and should adhere to the following guidelines if the need arises:

- Always make certain facts are accurate. Parents sometimes emotionally react to a child's allegations without determining the validity of such claims. The best starting point to verify potential areas of concern is the classroom teacher or a school administrator. Carefully read the parent-student handbook provided by your child's school, as well as other correspondence you may receive throughout the school year, since many facts and answers to concerns are contained in such documents.
- Establish contact with the teacher, administrator, or staff member who would most likely have knowledge of the event or fact.
- If you do not receive sufficient or satisfactory information, the next step is to contact a principal or assistant principal. If you contact an administrator, he or she will:
  - Tell you that a complaint record form is being created, based on your call.
  - Request that you address your concern in writing. Although the administrator must work to resolve your complaint whether written or verbal, a written complaint ensures that your concern is accurately understood.
  - Tell you that if the complaint involves a particular staff member, no action can be taken unless the staff member is informed and given the opportunity to discuss the complaint.
  - Invite you to attend a meeting with the staff member (if this has not already happened) as soon as possible, usually within 24 hours of the call. Where necessary, the administrator will serve as a mediator for such a meeting. If the complainant (parent) refuses to meet with the staff member, the administrator will invite the parent to meet with a faculty representative or the administrator alone.

**ATTACHMENT C- 5**

The administrator will document any such meetings and provide a copy to the staff member. After or during such meetings if the concern remains unresolved the administrator will propose a resolution in writing to both parties individually and attempt to reach agreement.

- If the complaint cannot be resolved at the school level, the administrator will notify the district superintendent. He or she will provide copies of the complaint report form and supporting documentation, as well as a synopsis of the actions taken to resolve the complaint. If necessary, the matter can be elevated to the area superintendent or DoDDS director.

Most parental concerns can be resolved at the classroom teacher or school administrator level – often within 24 hours. The key to this process is effective communication. Through such communication and understanding, everyone – parents students and educators – will have a productive year.

You can also contact the liaison schools office if you have questions or require assistance with school-related issues ... but the best place to begin is with your child's teacher.

# SAMPLE SAMPLE SAMPLE

## SCHOOL BUS INCIDENT REPORT LETTER

FROM: Driver, Student, Parent, Monitor, Other \_\_\_\_\_  
(Circle one of the above)

SUBJECT: Incident Report

TO: School Transportation Discipline Official

1. Check one of the items below:

- ☐ Interfering with other passengers' comfort.
- ☐ Standing or walking up and down in bus while in motion.
- ☐ Not obeying request of driver regarding safety or orderly operation of the bus.
- ☐ Projecting parts of body out bus window.
- ☐ Throwing objects on the bus.
- ☐ Causing damage to school bus or another student's property.
- ☐ Smoking on the bus.
- ☐ Using profanity or foul language on the bus.
- ☐ Fighting or engaging in horseplay on the bus.
- ☐ Sitting in driver's seat or playing with operating instruments in driver's compartment.
- ☐ Eating or drinking on bus
- ☐ Other: \_\_\_\_\_

2. Give description of the incident:

\_\_\_\_\_  
(Name and Signature of Person Making Report) (Phone No.) (Date)

**ATTACHMENT C- 6**

# SAMPLE SAMPLE SAMPLE

## SCHOOL ADVISORY COMMITTEE AND INSTALLATION ADVISORY COMMITTEE ISSUE REPORTING FORM

**When Required:** Required for every issue that has been voted on by a majority of SAC members or when the SAC cannot reach consensus and the issue cannot be resolved at the school level.

**Reporting requirements:** All unresolved issues will be reported by each SAC, or IAC if an installation has only one school. The SAC will report issues the IAC and to HQ USEUCOM ECJ1 via EMAIL to: "tracking@hq.eucom.mil". Issues generated above the SAC level will also be reported to the same EMAIL address. This reporting requirement will ensure issues raised by the SAC be tracked to resolution.

### Tracking Number:

\* **SAC or IAC** the tracking number is issued by Schools Officer once voted on by majority or when SAC cannot reach consensus (tie). Tracking Number is IAC number+ first three letters of school name + level (i.e. H - High School, M - Middleschool, E - Elementary) + school year + sequence number (i.e. Third issue in school year 98-99 from IAC number 005 at Patch High School. The tracking number would be 005-PAT-H-99-003)

\* **Component or ESC** the tracking number will be issued by organization submitting using the same formula as about except instead of IAC number will use one of the following: AR - Army, AF - Airforce, NV - Navy, MC - Marine Corps, ES - European School Council

### Level:

(SAC; IAC; AR; ES...)

### School:

Complete School Name i.e. Patch Elementary or Patch High School

### Issue Category:

C - Curriculum; P - Policy; F - Facility; R - Resources; E - Extra Curricular/Sports; O - Other

### District (2 letter Abbreviation):

BR - Brussels; HE - Hessen; HI - Heidelberg; IT - Italy; KT - K-Town;  
UK - United Kingdom; TU - Turkey; WU - Wuerzburg

**Component** (A - Army; F - Air Force; N - Navy; M - Marine Corps):

**Date:** (mm/dd/yy)

**Issue:** (Short Concise Title)

**Discussion:**

**Alternatives:**

**Summary/Recommendation:**

ATTACHMENT C- 7